2025 - 2028

ROADMAP KAYA KAYA MOVEMENT

Presentation

IndigoBlue consult

Berber van Beek

Introduction

The Kaya Kaya Movement was born from a grassroots initiative, uniting Otrobanda's residents in 2018 to clean, paint, and reclaim public spaces through a street party. What began as a community-led event has since evolved into a structured and strategic movement aimed at sustainable urban revitalization, cultural preservation, and economic empowerment.
To guide this transformation, the Kaya Kaya organisation has collaborated to shape a long-term vision for the movement.

Recognizing the need for a cohesive and sustainable strategy, Kaya Kaya's core team engaged an external consultant to develop this Roadmap & Theory of Change. Through extensive stakeholder consultations—including discussions with the core team and a broader group of stakeholders—this roadmap was carefully designed. It is informed by community insights, research, and local reports, ensuring that Otrobanda's revitalization remains inclusive, impactful, and community-driven.
This document serves as a blueprint for structuring the Kaya Kaya Movement's activities, impact areas, and long-term objectives, ensuring that Otrobanda continues to thrive as a vibrant, inclusive, and sustainable neighborhood.

Structure of the Roadmap Kaya Kaya Movement 2025 - 2028

WHAT

This document outlines the long-term vision, strategies, and specific objectives of the Kaya Kaya Movement (2025-2028). It provides a comprehensive overview of the approach across defined impact areas, detailing initiatives, interventions, and measurable outcomes aimed at the sustainable development and revitalization of Otrobanda

INTENTION

The roadmap aims to inform and engage partners, stakeholders, and funders by emphasizing the movement's approach to cultivating a vibrant and sustainable community development strategy, which focuses on four impact areas: social, environmental, economic, and cultural.

STRUCTURE

The roadmap is built on key components: embracing Otrobanda's unique strengths, established on a solid theoretical framework, guided by a clear theory of change, driven by an action plan with measurable outcomes, and supported by effective organizational strategies. Together, these elements create a cohesive framework that advances the Kaya Kaya Movement.

kaya kaya

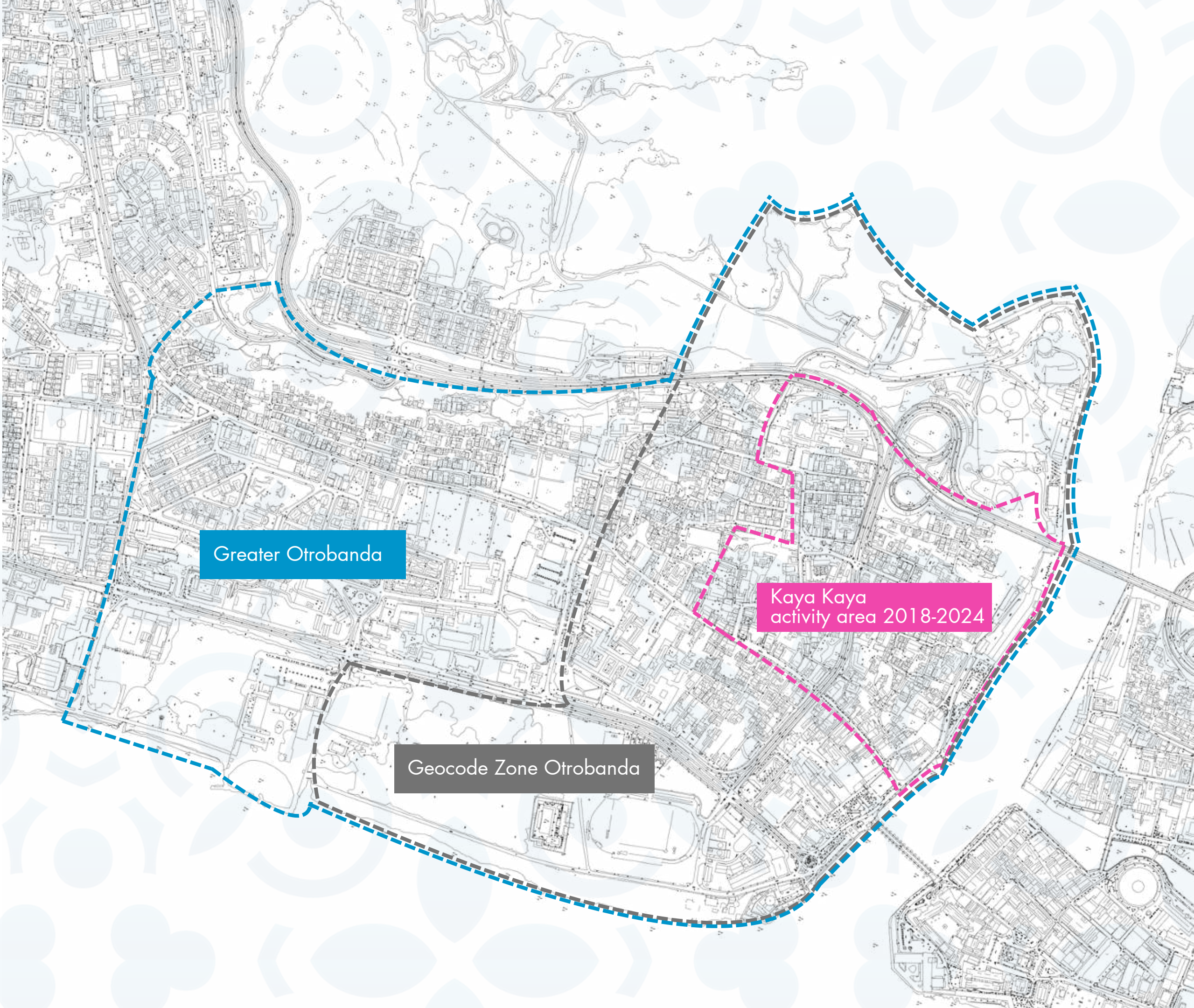# PART 1

Otrobanda: The heart of Curaçao

Transformation area

Legend:
- Geocode zone Otrobanda
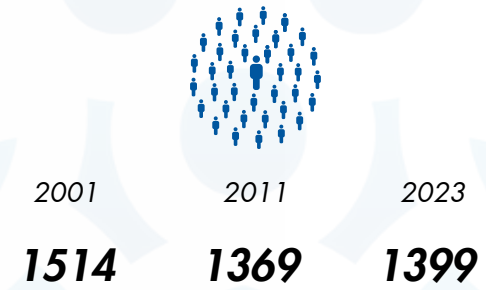- Greater Otrobanda
- Kaya Kaya activity area 2018 - 2024

Map labels: Greater Otrobanda, Geocode Zone Otrobanda, Kaya Kaya activity area 2018-2024

A snapshot of Otrobanda's demographics

CURAÇAO

Geocode Zone Otrobanda
consists of 7 neighborhoods (Source: CBS)
- Rif bij Otrobanda
- Hulanda bij Seru Otrobanda
- Quinta
- Seru Otrobanda
- Panama
- Monte Bello
- Kortijn

TOTAL POPULATION

2001	2011	2023
1514	1369	1399

Source: CBS Curaçao

POPULATION BY GENDER

	Male	Female
2001	680	834
2011	609	760
2023	617	782
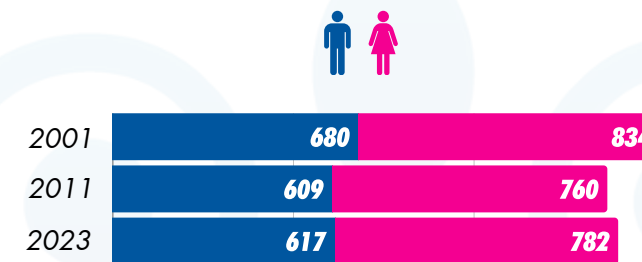
Source: CBS Curaçao

POPULATION BY AGE GROUP

● 0 - 14   ● 15 - 64   ● 65+

	0 - 14	15 - 64	65+
2011	201	897	271
2023	164	824	411
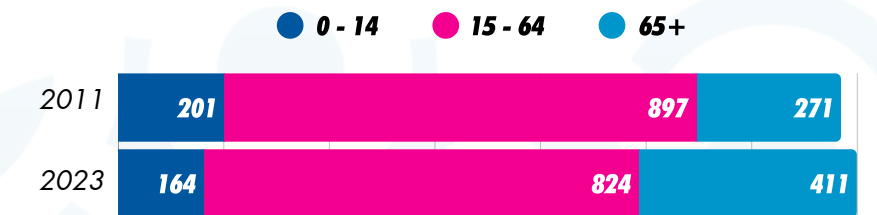
Source: CBS Curaçao

POPULATION DIVERSITY

Curaçao
Foreign-born 24.6%
Curaçao-born 75.4%

Otrobanda
Foreign-born 39.9%
Curaçao-born 60.1%
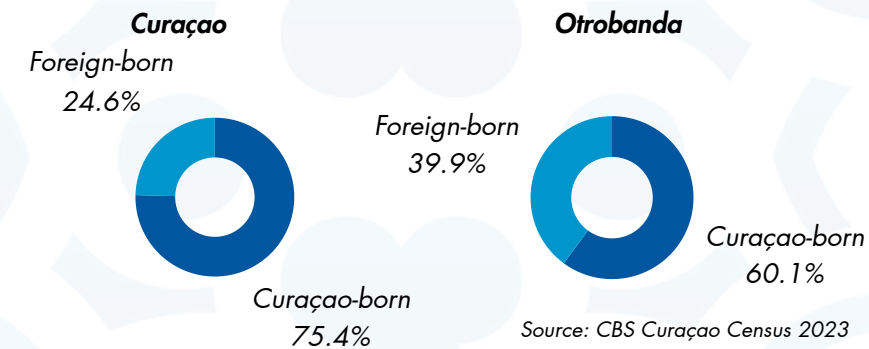
Source: CBS Curaçao Census 2023

SOCIO-ECONOMIC CONTEXT

% overcrowded households (number of people divided by number of rooms > 2	30%
% of households where at least one person is unemployed but actively seeking work	4%
% employed individuals that work in the informal sector ("kue job")	42%
% struggles to make ends meet their income	41%
% has an income below the poverty line	53%
% of households where no one has an education level of HAVO or higher	71%
% of households where one or more members perceive their surroundings as unsafe	3%
% of households where someone has been a victim of crime in the year before the poverty study	14%
% does not have a bank accountant	17%

Source: Ministry of General Affairs - Urgency Program: Baseline Study Poverty 2018

% OF LIVING ACCOMMODATIONS IN (VERY) BAD CONDITION

Average Curaçao	6%
Rif bij Otrobanda	4%
Hulanda bij Seru Otrobanda	15%
Quinta	9%
Seru Otrobanda	18%
Monte Bello	18%
Kortijn	30%

Source: CBS Curaçao Census 2011 / https://cbscuracao.maps.arcgis.com/

Key characteristics of Otrobanda

SOCIAL

- **Community diversity:** Otrobanda is a vibrant multicultural neighborhood characterized by a mix of cultural and ethnic backgrounds.

- **Demographic shifts:** The area faces an aging population and a declining youth demographic, creating challenges in ensuring active engagement of younger generations.

- **Community resilience:** Despite socio-economic challenges, the community displays a strong sense of identity and solidarity.

- **Fear of gentrification:** Residents express concerns about gentrification, fearing it may lead to displacement and loss of the neighborhood's cultural identity.

ENVIRONMENTAL

- **Urban challenges:** The neighborhood contends with abandoned buildings, insufficient public spaces, and inadequate maintenance, impacting overall livability.

- **Placemaking opportunities:** Public spaces hold potential for transformation into vibrant community hubs that promote social interaction and cultural activities.

- **Disconnected infrastructure:** The neighborhood lacks clear and logical connections between different areas, hindering mobility and integration.

- **Urban greening initiatives:** Small food forests are being established to raise awareness about homegrown vegetables, support those struggling to afford food, and promote healthy eating in the community

ECONOMIC

- **Entrepeneurship:** Otrobanda's small businesses and informal ventures offer growth opportunities but face challenges in achieving long-term sustainability.

- **Tourism potential:** As part of Willemstad's UNESCO World Heritage Site, Otrobanda has opportunities to develop cultural tourism to support the local economy.

- **Breedestraat retail potential:** The neighborhood's main shopping street has significant potential but currently lacks diversity in its retail offerings.

- **Economic disparities:** Persistent poverty, informal employment and limited educational background highlight the need for targeted economic interventions.

- **Visible inequality:** A noticeable divide between the "haves"and "have-nots"underscores the socio-economic challenges in the neighborhood.

CULTURAL

- **Cultural heritage:** A rich history in art, music and architecture positions Otrobanda as a cornerstone of Curaçao's cultural identity.

- **Creative economy:** Leveraging its cultural assets, the neighborhood is poised to boost innovation, foster community development, and attract creative industries.

- **Artistic expression:** Street art, festivals, theatre, and music performances are vital expressions of Otrobanda's cultural vibrancy, creating opportunities for both the local community and tourists.

- **Cleanliness challenges:** Maintaining cleanliness and ensuring the neighborhood remains clean is a recurring issue, impacting the areas overall aesthetic appeal.

PART 2

From streetparty to movement:
The journey of Kaya Kaya

Timeline

2018 - 2019
Street party 1.0

The first Kaya Kaya event took place in 2018 on Ferdinandstraat, driven by a grassroots approach. Residents came together to clean, paint, and organize the first street party. This community-led initiative ignited a strong sense of pride and laid the foundation for Otrobanda's revitalization, fostering unity and collective action.

Characteristics & key mile stones:
- 4 Editions
- Free entrance
- Small-scale approach
- Clean-up streets + initiating beautification
- Rapid growth 3,500 - 15.000 visitors

2020 - 2021
No activities

Impact of COVID-19

2022 - 2024
Festival 2.0

The street party evolved into an annual destination festival, drawing a large and diverse audience. Showcasing art, music, and cultural pride, it not only revitalized public spaces but also boosted local businesses and strengthened community visibility. As the festival grew, its success called for a more structured and organized approach to sustain its impact and expand its reach.

Characteristics & key milestones:
- large scale, multi-day festival, across a larger area
- > 60 street art works created
- 10+ music stages
- Growth 15.000 - 22.000 visitors
- More activities

2025 - 2028
Movement 3.0

Starting in 2025, the Kaya Kaya Movement becomes a year-round strategy, combining creative placemaking, urban development, and entrepreneurship. It now hosts a biennial street party and a destination festival, ensuring lasting cultural and community impact.

Goals:
- Establishment of a variety of new community-driven projects
- Launch of educational and entrepreneurial initiatives
- Expanding partnerships to include regional and international stakeholders
- Increasing resident-led initiatives
- Long-term improvement in quality-of-life indicators
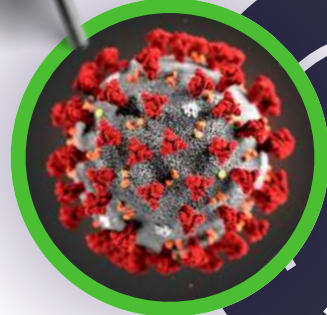
Look back 2018 - 2024

SOCIAL

- **Strengthened community cohesion**
- **Community interaction:** Residents collaborated on clean-up efforts, setting up arthouses, and participating in information sessions
- **Targeted support:** One-on-one household visits identified residents in need of social services.
- **Strengthened engagement:** Training programs for vendors and events like Happy Kaya Hours fostered social connections
- **Sustained involvement:** Residents have taken responsibility for maintaining the neighborhood
- **Community hub:** The Kaya Kaya headquarters as a meeting point and resource center

ENVIRONMENTAL

- **Improved public spaces:** Construction, enhanced lighting (e.g. permanent lighting at the viaduct), enhanced safety and the initiation of green projects for vegetable cultivation.
- **Enhanced connectivity:** New stairs created to connect previously inaccessible parts of the neighborhood
- **Neighborhood facelift:** Sidewalks restored, potholes fixed, abandoned cars removed, two small alleys paved
- **Social housing restoration:** Two houses renovated to make them livable
- **Demolition for renewel:** Removal of an abandoned building
- **Showcasing transformation:** Promotion of positive changed to attract visitors and showcase the revitalization
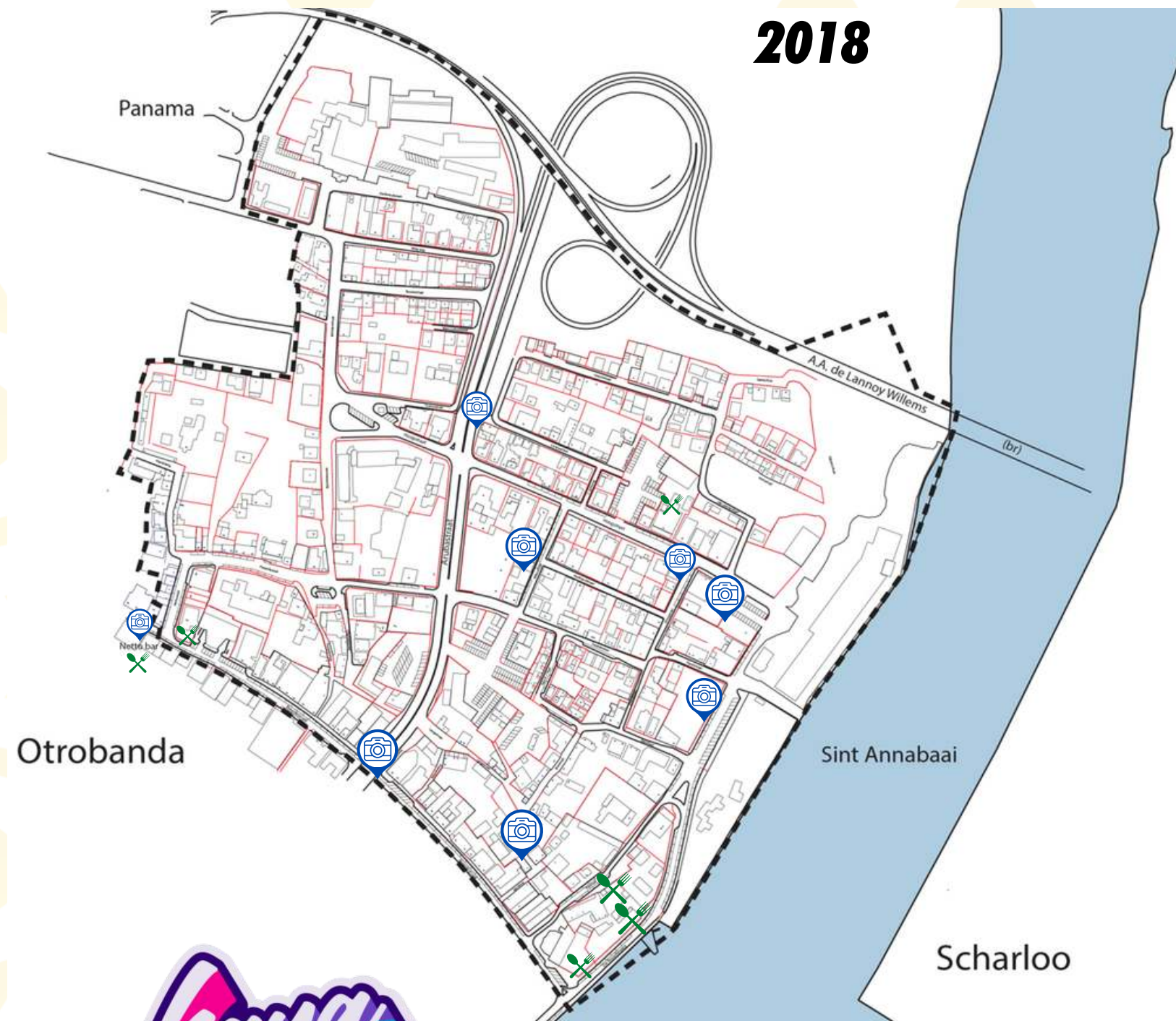
ECONOMIC

- **Economic diversification:** Is attracting a mix of businesses, industries, and entrepreneurship in Otrobanda
- **Support for local businesses:** Boosted spending at local establishments
- **Art district development:** Created an art district attracting tourists and increasing foot traffic
- **Job creation:** Generated employment opportunities
- **Revitalization:** Increased property desirability
- **Entrepreneurship support:** empowered initiatives, like the OTC boys, providing sustainable income
- **Tourism growth:** positioned Otrobanda as a destination for hospitality, retail, and cultural experiences

CULTURAL

- **Strengthened Otrobanda's cultural identity:** Positioned the neighborhood as a vibrant cultural hub and art destination.
- **Preserved and celebrated heritage:** Ensured the continuation of traditions, performing arts, and oral history
- **Enhanced cultural pride:** Fostered a sense of ownership and pride among residents
- **Expanded global connection:** Deepened cultural ties with the diaspora and attracted international attention to Curacao's cultural richness
- **Empowered local creatives:** Provided a platform for artists and cultural entrepeneurs to showcase their work and gain visibility

kaya Kaya

Transformation 2018 - 2024

2018

2024

Panama

Otrobanda

Sint Annabaai

Scharloo

KK7

KK6

KK5

KK4

KK2

KK1

KK3

Point of interest | Art: Pre-Kaya Kaya | 2018 - 2019 | 2022 - 2024

KK Kaya Kaya Editions | "Leave It Better Behind" Area Per Edition | Restored Staircases

Green Projects | FKP Housing Maintenance | Amphitheater (2022)
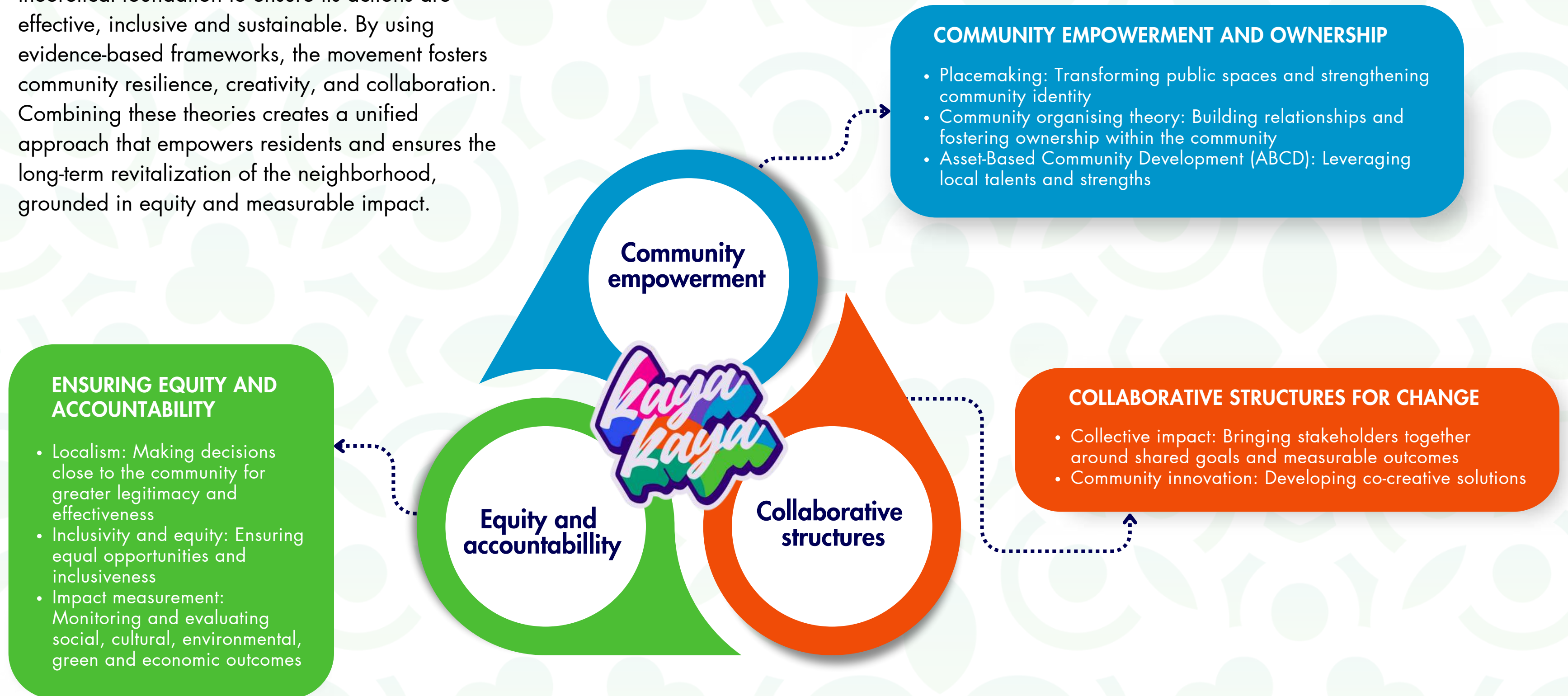
PART 3

Building the foundation:
Principles and practices driving the Kaya Kaya movement

The Kaya Kaya Movement: a theory based approach

The Kaya Kaya Movement is built on a strong theoretical foundation to ensure its actions are effective, inclusive and sustainable. By using evidence-based frameworks, the movement fosters community resilience, creativity, and collaboration. Combining these theories creates a unified approach that empowers residents and ensures the long-term revitalization of the neighborhood, grounded in equity and measurable impact.

COMMUNITY EMPOWERMENT AND OWNERSHIP

- Placemaking: Transforming public spaces and strengthening community identity
- Community organising theory: Building relationships and fostering ownership within the community
- Asset-Based Community Development (ABCD): Leveraging local talents and strengths

Community empowerment

Kaya Kaya

ENSURING EQUITY AND ACCOUNTABILITY

- Localism: Making decisions close to the community for greater legitimacy and effectiveness
- Inclusivity and equity: Ensuring equal opportunities and inclusiveness
- Impact measurement: Monitoring and evaluating social, cultural, environmental, green and economic outcomes

Equity and accountabillity

Collaborative structures

COLLABORATIVE STRUCTURES FOR CHANGE

- Collective impact: Bringing stakeholders together around shared goals and measurable outcomes
- Community innovation: Developing co-creative solutions

Understanding the theories behind Kaya Kaya

PLACEMAKING

Placemaking is a collaborative approach to transforming public spaces into vibrant, inclusive, and meaningful places that strengthen community identity. It inspires residents, artists, and stakeholders to collectively reimagine their neighborhoods, turning shared spaces into dynamic hubs of culture, connection, and creativity.

For the Kaya Kaya Movement, placemaking is a philosophy and a practical tool to empower the Otrobanda community. It revitalizes public spaces through art, festivals, and community-driven projects, making Otrobanda a thriving example of how placemaking can create shared value, foster collaboration, and strengthen social ties.

COLLECTIVE IMPACT

Collective impact is a structured approach to solving social challenges by bringing diverse stakeholders together to achieve a shared goal. It emphasizes collaboration, aligned strategies, and measurable outcomes to create long-lasting change. Key principles are a common agenda, shared measurement, mutually reinforcing activities, continuous communication, and backbone support.

For the Kaya Kaya Movement, collective impact ensures that Otrobanda's revitalization is collaborative, with residents, artists, businesses, and institutions working together. This approach creates sustainable, community-driven change with tangible, long-term benefits, by aligning resources and measuring progress.

https://collectiveimpactforum.org/what-is-collective-impact/

COMMUNITY ORGANISING THEORY

Community organizing focuses on building relationships and collective power within communities to address shared challenges and achieve common goals. This approach fosters a sense of ownership and agency by empowering residents to take action and lead initiatives.

For the Kaya Kaya Movement, community organising ensures that Otrobanda's transformation is deeply rooted in the voices, needs, and aspirations of its residents, creating sustainable and inclusive change.

https://www.corganisers.org.uk/what-is-community-organising/

LOCALISM

Localism emphasizes that decisions and actions are most effective and meaningful when made by and for the people directly impacted. By prioritizing local voices, resources, and economies, it fosters healthy, equitable and regenerative communities.

For the Kaya Kaya Movement, localism ensures that Otrobanda's revitalization is deeply rooted in its resident's needs and aspirations, creating sustainable and resilient change driven by the community itself.

https://bealocalist.org/what-is-localism/

ASSET-BASED COMMUNITY DEVELOPMENT (ABCD)

ABCD is a place-based framework that identifies and mobilizes a community's strengths, talents, and passions. Instead of concentrating on problems, it emphasizes "what's strong, not what's wrong", empowering people to take collective action and drive long-term positive change. For the Kaya Kaya Movement, ABCD highlights Otrobanda's hidden assets -its people, culture, and creativity-, to co-create a thriving and resilient community.

COMMUNITY INNOVATION

Community innovation focuses on co-creating creative solutions to local challenges by unlocking the collective creativity of residents, fostering new ideas, and encouraging partnerships.

For the Kaya Kaya Movement, this approach empowers Otrobanda to dynamically adapt to its evolving needs while ensuring measurable impact.

https://www.tamarackcommunity.ca/skills-for-change/community-innovation

IMPACT MEASUREMENT

Impact measurement ensures that the Kaya Kaya Movement remains focused on achieving measurable social, economic, environmental and cultural outcomes. By consistently tracking progress, the movement can adapt, learn, and demonstrate its value to the community and stakeholders.

INCLUSIVITY AND EQUITY

Inclusivity and equity emphasize that all residents, regardless of their background, benefit from the revitalization process.

For the Kaya Kaya Movement, this means ensuring accessible opportunities, preserving cultural heritage, and empowering underrepresented voices.

PART 4

Theory of Change:
The transformation strategy

Theory of Change Kaya Kaya Movement - Strategy

Purpose - WHY

Kaya Kaya aims to empower Otrobanda by combining sustainable urban transformation, placemaking, community participation, and cultural revival. The movement prioritizes **leaving it better behind** through inclusive, sustainable development

Stakeholders - WHO

- **Local residents & entrepreneurs**
  Directly benefit and contribute
- **Artists & creatives**
  Shape Otrobanda's (cultural) landscape
- **Private sector partners**
  Invest and sponsor initiatives
- **Diaspora & tourists**
  Connect with and sustain local efforts
- **Government & NGOs**
  Support urban and community development

Vision - WHAT

Otrobanda flourishes as a vibrant, inclusive, and sustainable neighborhood, where its cultural heritage is preserved, creativity and entrepreneurship thrive, and residents actively shape a resilient and connected community

4 IMPACT AREAS

Social   Environmental   Economic   Cultural
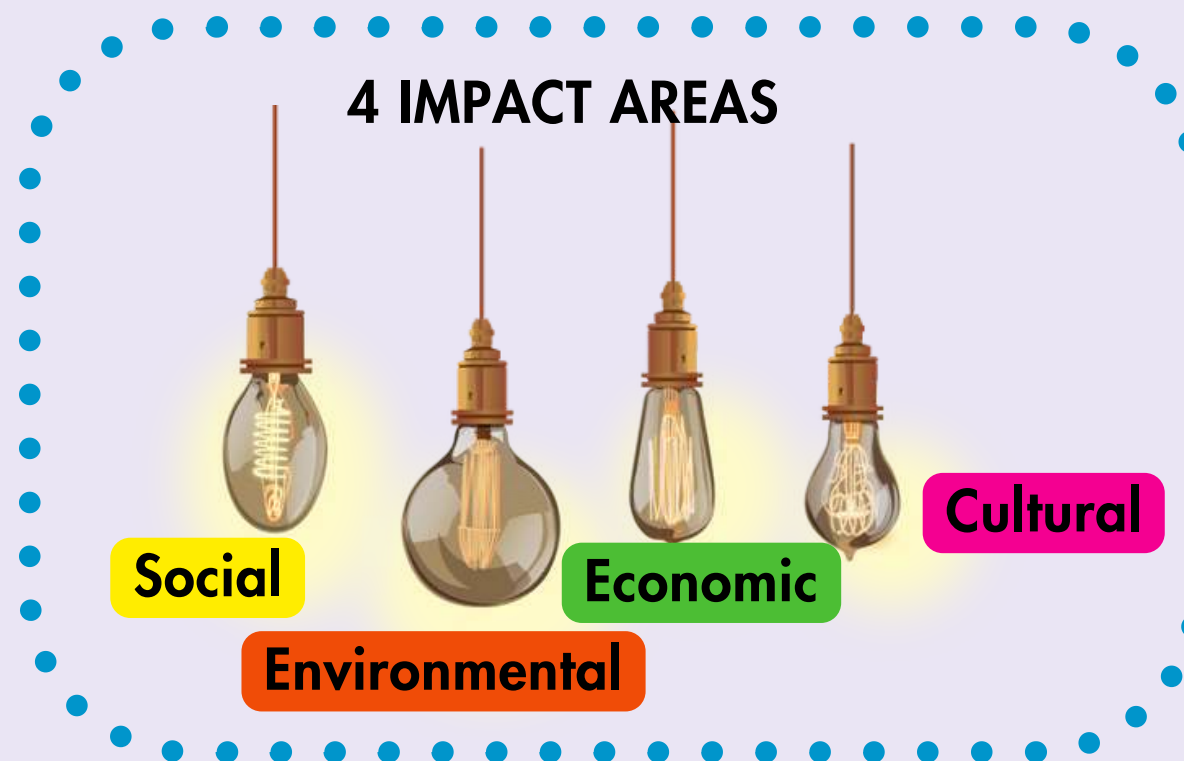
Social - Stronger community bonds, inclusion and opportunities
Environmental - Greener, cleaner, and sustainable urban development
Economic - Thriving local businesses and financial inclusion
Cultural - Preservation and celebration of Otrobanda's unique identity

Mission - HOW

6 STRATEGIES
Each strategy is guided by ESG principles, ensuring that Kaya Kaya's impact is not only cultural and economic but also sustainable and socially responsible

- **Empower communities -** Engage residents in decision-making and projects
- **Transform spaces -** Revitalize and maintain public areas
- **Drive local prosperity -** Support small businesses and job creation
- **Celebrate culture -** Promote artistic and heritage initiatives
- **Inspire creativity -** Encourage innovation and artistic expressions
- **Build a strong brand -** Position Otrobanda as a cultural hub
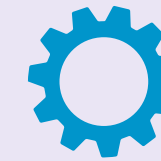
Theory of Change Kaya Kaya Movement - Logical Framework

IMPACT AREAS

- Social
- Environmental
- Economic
- Cultural

STRATEGIES

- Empower communities
- Transform spaces
- Drive local prosperity
- Celebrate culture
- Inspire creativity
- Build a strong brand
- Create enabling conditions

ACTIVITIES

Infrastructure

- Masterplan development
- Street Art & Scaping Program
- Green Projects
- Infrastructural Projects
- Digital unlocking of Otrobanda

Activation

- Amor pa Otrobanda Market
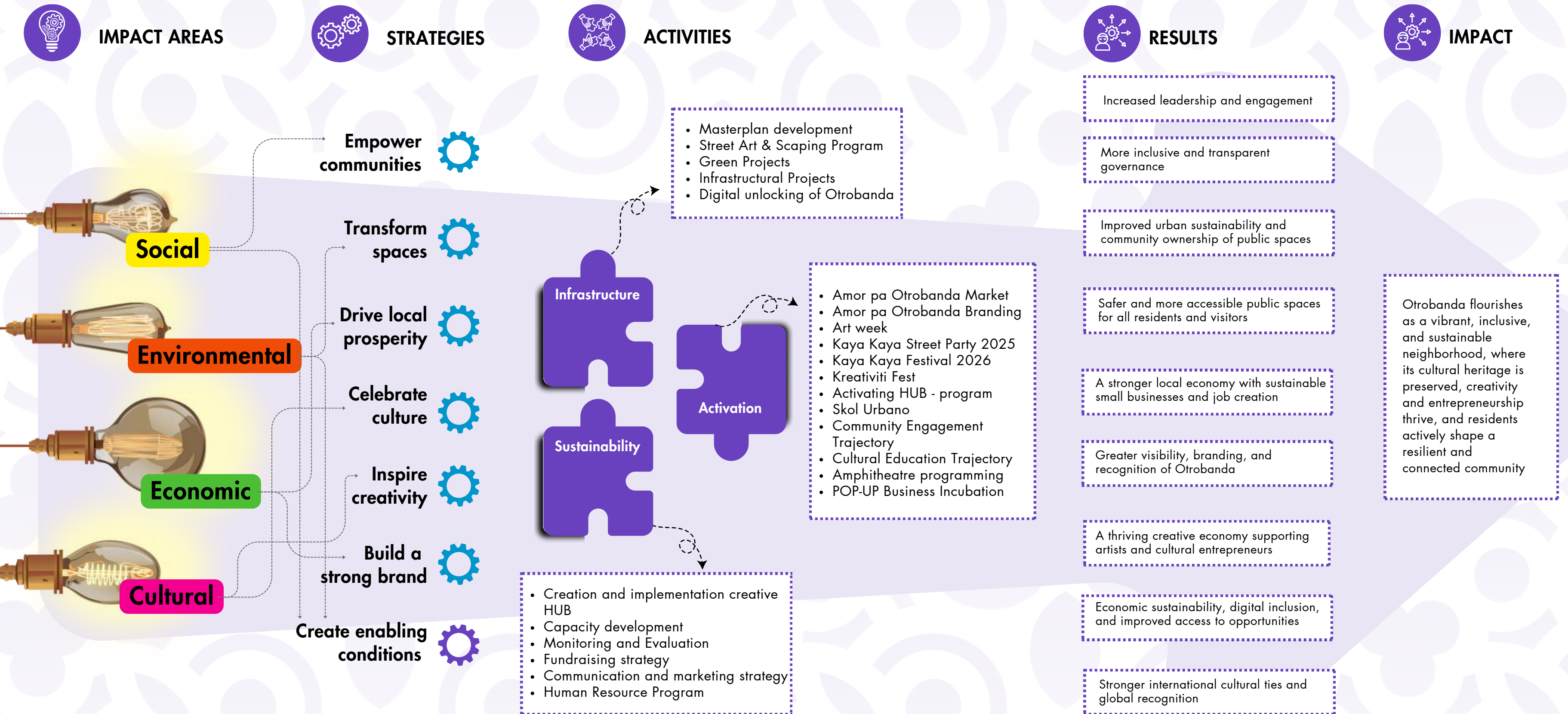- Amor pa Otrobanda Branding
- Art week
- Kaya Kaya Street Party 2025
- Kaya Kaya Festival 2026
- Kreativiti Fest
- Activating HUB - program
- Skol Urbano
- Community Engagement Trajectory
- Cultural Education Trajectory
- Amphitheatre programming
- POP-UP Business Incubation

Sustainability

- Creation and implementation creative HUB
- Capacity development
- Monitoring and Evaluation
- Fundraising strategy
- Communication and marketing strategy
- Human Resource Program

RESULTS

- Increased leadership and engagement
- More inclusive and transparent governance
- Improved urban sustainability and community ownership of public spaces
- Safer and more accessible public spaces for all residents and visitors
- A stronger local economy with sustainable small businesses and job creation
- Greater visibility, branding, and recognition of Otrobanda
- A thriving creative economy supporting artists and cultural entrepreneurs
- Economic sustainability, digital inclusion, and improved access to opportunities
- Stronger international cultural ties and global recognition

IMPACT

Otrobanda flourishes as a vibrant, inclusive, and sustainable neighborhood, where its cultural heritage is preserved, creativity and entrepreneurship thrive, and residents actively shape a resilient and connected community

PART 6

Monitoring and evaluation:
Measuring impact and defining success

Monitoring & Evaluation Framework

Activities	Indicators	Measurement instruments	Data collection frequency
Community events • Kaya Kay Street Party 2025 • Kaya Kaya Festival 2026 • Amor pa Otrobanda Market • Art Week • Kreativiti Fest • Amphitheatre programming	• Number of participants, visitors, volunteers, and artists/creatives • Revenue generated by local businesses • Audience satisfaction and community impact	• Visitor and participant surveys • Interviews with artists and entrepreneurs • Observational studies of event interactions • Economic impact assessments	• During and immediately after each event
Entrepreneurship and economic development • POP-UP Business Incubation • Creation and implementation Creative Hub • Amor pa Otrobanda Branding	• Number of participating entrepreneurs and businesses • Percentage of successful start-ups (6-months follow-up) • Number of jobs created • Growth in revenues for local businesses	• Participant interviews and surveys • Business performance tracking • Sales and financial performance reports • Economic assessments	• At project start, 4 months, and 6 months post-participation
Cultural and educational activities • Skol Urbano • Cultural Education Trajectory • Activating HUB-Program	• Number of youth and community participants • Community satisfaction and engagement levels • Skills and knowledge gained by participants	• Attendance records and participation logs • Participation feedback forms and interviews • Observational assessments of activities	• Immediately after sessions, half-year reviews

Monitoring & Evaluation Framework

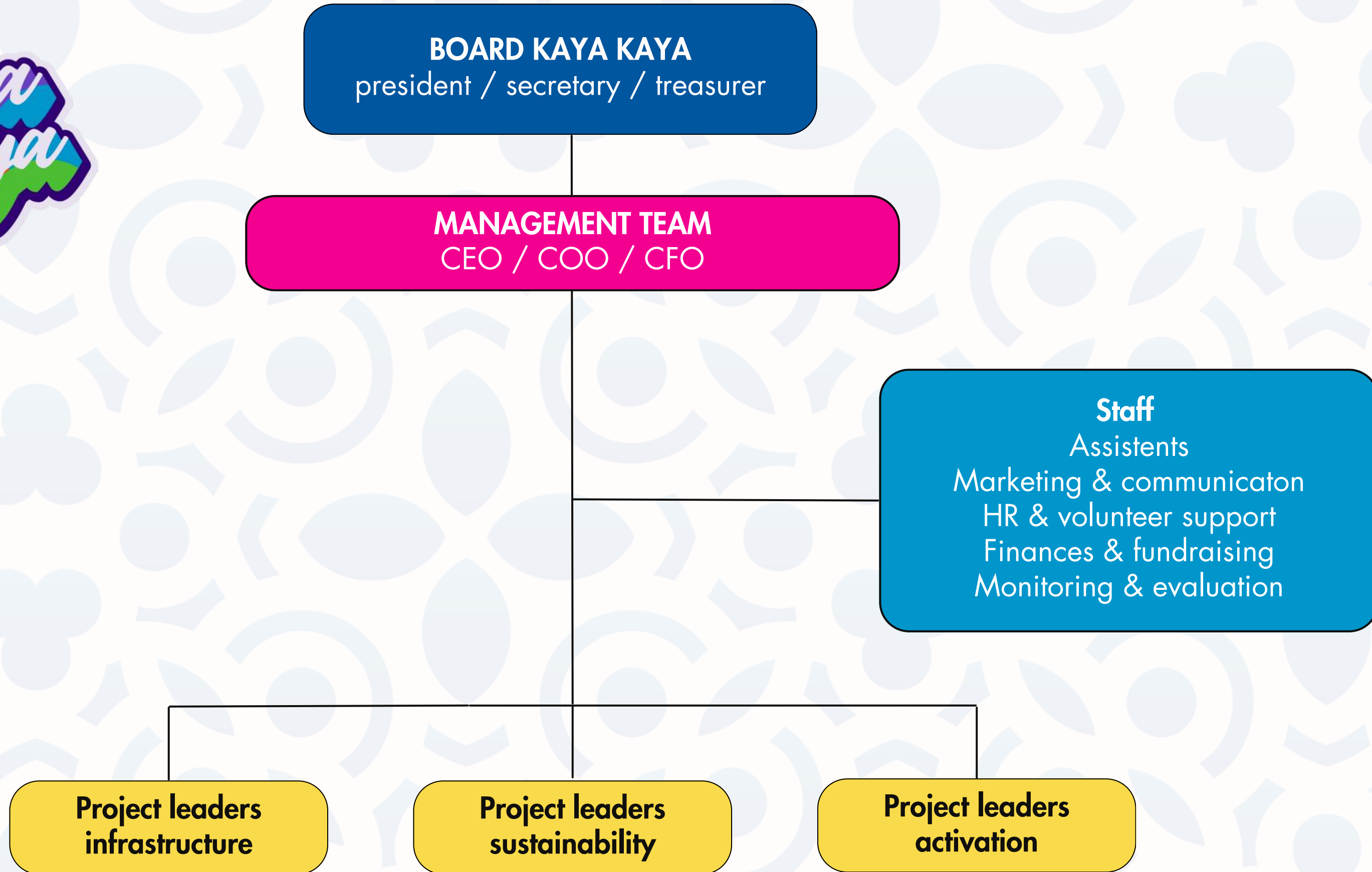| Activities	Indicators	Measurement instruments	Data collection frequency
Community engagement • Community engagement Trajectory	• Number of participants • Number of follow-up actions initiated by residents • Community ownership and perceived impact	• Participatory observation • Community sentiment surveys • Interviews and focus groups	• Annual reviews
Urban infrastructure and placemaking • Masterplan Development • Street art & Streetscaping program • Green projects • Infrastructural projects	• Stakeholder-supported Masterplan completed and delivered • Number and quality of completed infrastructure projects • Square meters of new or improved public spaces • Increased foot and visitor traffic	• Community and stakeholder feedback sessions • Urban planning assessments • Observational studies and foot traffic counts	• Before, during and after project completion. • Annual follow-up
Digital and communication initiatives • Digital unlocking of Otrobanda • Marketing & communication strategy	• Digital platform usage metrics (visits, downloads, interactions) • Brand recognition and visibility metrics • Number of new partnerships • Community and visitor satisfaction	• Digital analytics and platform metrics • Social media and media monitoring • Audience and stakeholder surveys • Brand tracking and evaluation	• Half-year reporting

Monitoring & Evaluation Framework

Activities	Indicators	Measurement instruments	Data collection frequency
Sustainability and organizational strengthening • Fundraising strategy • Human Resource program • Monitoring and evaluation framework	• Total funds raised, number, and diversity of funding sources • Staff and volunteer retention rates • Clarity and effectiveness of organizational roles • Level of transparency and accountability • Delivery of an evaluation/impact report	• Financial audits and fundraising reports • Staff and volunteer surveys • Organizational assessments • Analysis and processing of evaluation data	• Annual financial reviews • Annual operational reviews • Annual comprehensive impact evaluation

PART 7

The Kaya Kaya organisation and core values

BOARD KAYA KAYA
president / secretary / treasurer

MANAGEMENT TEAM
CEO / COO / CFO

Staff
Assistents
Marketing & communicaton
HR & volunteer support
Finances & fundraising
Monitoring & evaluation

**Project leaders infrastructure**

Project leaders sustainability

Project leaders activation

Core Values Kaya Kaya organisation

Kaya Kaya believes that inclusivity, equality, and community ownership are the foundations of lasting change. We embody transparency, justice, and continuous learning while upholding our core values in every aspect of our work practice.

Inclusivity & diversity	*Everyone matters - creating space for al voices* *Accessibility - activities designed so everyone can participate*
Community ownership	*Nothing about us, without us - projects co-owned by the community* *Local leadership - empowering residents as decision-makiers*
Equality & shared decision making	*All voices equal - valuing everyone's experience equally* *Collaborative decisions - shaping outcomes together*
Flexibility & learning	*Embrace experimentation - learning from experience and adapting continuously* *Adaptive approach - adjusting plans based on feedback*
Transparancy & accountability	*Open process - clarity in finances and decision-making* *Clear communication - sharing successes and lessons learned*
Justice & solidarity	*Systemic change - addressing root causes of inequality* *Amplify voices - enhancing community's social agency*
Connection & empathy	*Collaboration first - building bridges within the community* *Compassionate action - listening openly and acting with empathy*
Sustainability	*Long-term impact - actions aimed at lasting social change* *Circular thinking - minimizing ecological footprints*
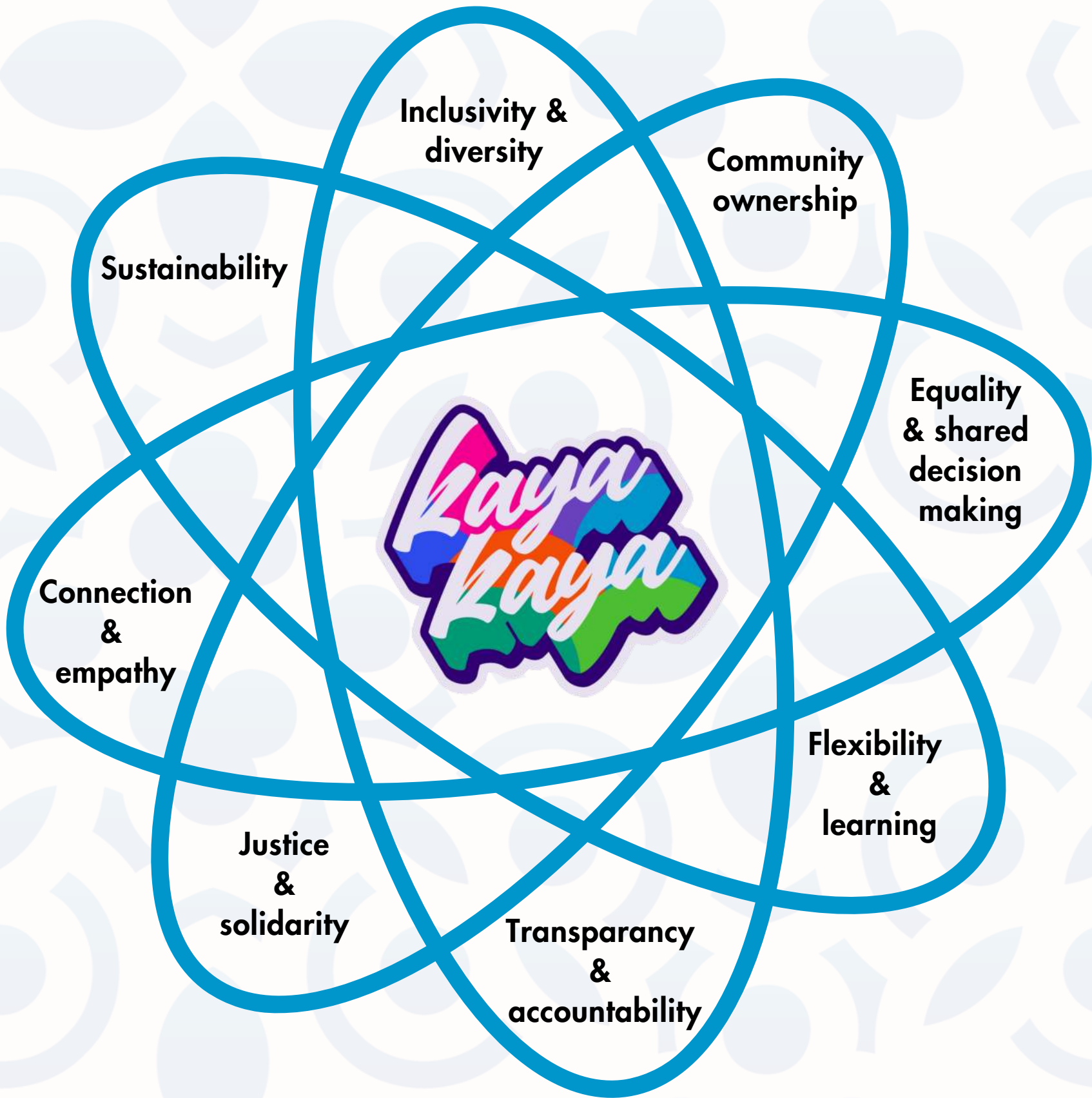
PART 8

Kaya Kaya Project Snapshots

Project title	**Masterplan development**
Brief description	A holistic masterplan aimed at revitalizing Otrobanda by balancing economic growth, cultural preservation, social inclusivity, and addressing urban and environmental challenges through active community participation.
Objective	To collaboratively develop a Master Plan for Otrobanda that secures comprehensive support from all stakeholders while addressing community needs, promoting sustainable economic development, preserving culture, and enhancing urban quality of life. The goal is to foster a sense of shared ownership and commitment to the plan, thereby increasing the likelihood of successful execution and long-term impact.
Results	• Completed and stakeholder-supported Masterplan for Orobanda delivered • Increased community involvement and cohesion • Stronger public-private collaboration leading to tangible local improvements • Cultural preservation combined with enhanced local economic opportunities • Social equity promoted and gentrification risks minimized
Indicators	• Number and diversity of community participants in engagement sessions/events. • Number of successful pilot projects implemented. • Level of stakeholder satisfaction and perceived quality of life improvements. • Economic indicators (local business growth, employment rates). • Changes in residents' perceptions of cultural preservation and neighborhood resilience.
Measurement tools	• Community surveys and feedback forms. • Participant observation and narrative documentation. • Interviews and stakeholder roundtables. • Economic impact assessments and urban development analyses.

Project title	**Street art & streetscaping program**
Brief description	The Street Art & Streetscaping Program transforms Otrobanda's streets, vacant lots, and public spaces into vibrant, engaging environments through murals, installations, and pedestrian-friendly design. It enhances community identity, promotes cultural expression, and boosts economic and social activity by creating attractive public spaces.
Objective	To revitalize Otrobanda by turning public spaces into visually appealing, culturally rich environments, fostering social interaction, community pride, and increased visitor attraction.
Results	• Visually revitalized and pedestrian-friendly public spaces. • Increased community engagement and pride in local cultural identity. • Boosted economic activity through greater foot traffic and tourism. • Enhanced urban aesthetics, creating attractive environments for residents and visitors. • Sustainable management and use of public spaces.
Indicators	• Number and scope of art installations and streetscaping projects. • Increase in visitor and pedestrian traffic in targeted areas. • Economic impact on local businesses and increased tourism. • Community satisfaction and participation levels.
Measurement tools	• Community surveys and feedback. • Observational studies and foot traffic analysis. • Economic assessments (local business revenue). • Stakeholder interviews and community feedback sessions.

Project title

Green Projects

Brief description

The Green Projects initiative focuses on enhancing environmental quality and community well-being by increasing greenery throughout Otrobanda. It includes tree planting, creating community gardens, developing green rooftops and walls, and improving existing public parks to promote sustainability and mitigate the urban heat island effect.

Objective

To improve environmental sustainability and quality of life in Otrobanda by integrating more green spaces, enhancing ecological balance, and creating inviting public areas for community interaction.

Results

- Expanded green areas and increased tree coverage in Otrobanda.
- Improved environmental quality through reduced urban heat and better air quality.
- Increased community engagement and participation in sustainable practices.
- Enhanced attractiveness and usability of public spaces.
- Strengthened ecological sustainability and biodiversity.

Indicators

- Number of trees and green spaces created or improved.
- Reduction in local temperatures and improved air quality measurements.
- Community participation rates in gardening and greening activities.
- Increased biodiversity and ecological health indicator.

Measurement tools

- Environmental impact assessments (temperature, air quality measurements).
- Community surveys and feedback.
- Biodiversity assessments and ecological studies.
- Observational monitoring of green space usage and condition.

Project title

Infrastructural Projects

Brief description

The Infrastructural Projects initiative revitalizes Otrobanda's urban fabric by enhancing connectivity, accessibility, and public space utilization. Key projects include the construction of the Pasa Kontrami 2.0 bridge, renovation and redesign of public squares (LB Smithplein, Bou Viadukto, Breedestraat), and repurposing vacant buildings to support community and economic development.

Objective

To modernize Otrobanda's infrastructure, improve community accessibility, preserve cultural heritage, and foster economic revitalization and social cohesion.

Results

- Improved urban connectivity and accessibility through infrastructural upgrades.
- Revitalized public squares and increased usability of communal spaces.
- Enhanced community pride and increased visitor attraction.
- Economic stimulation from new and improved business environments.
- Preservation and adaptive reuse of historically significant buildings.

Indicators

- Completion rate and quality assessment of infrastructural upgrades.
- Increase in pedestrian and vehicle flow efficiency.
- Community satisfaction and engagement with renovated spaces.
- Economic impact on local businesses and tourism growth.

Measurement tools

- Urban planning assessments and infrastructure evaluations.
- Community surveys and stakeholder feedback.
- Economic impact studies and tourism statistics.
- Observational studies of space utilization and public engagement.

Project title	**Digital unlocking of Otrobanda**

Brief description

This initiative enhances Otrobanda's digital presence and connectivity by developing an integrated digital platform providing interactive access to cultural information, local history, art, community events, and business offerings. Smart technology solutions, including QR codes, augmented reality experiences, and real-time information updates, foster greater community engagement and tourism.

Objective

To establish Otrobanda as a digitally connected, culturally vibrant neighborhood by providing accessible, interactive digital resources that support community engagement, tourism promotion, and local economic growth.

Results

- A comprehensive, user-friendly digital platform for cultural exploration and local engagement.
- Increased local business visibility and economic opportunities.
- Greater engagement and interaction with Otrobanda's cultural and historical assets.
- Improved community participation and pride through accessible digital content.
- Strengthened positioning of Otrobanda as a modern, connected cultural destination.

Indicators

- Platform usage metrics (website visits, app downloads, QR scans).
- Visitor and community engagement levels.
- Impact on local businesses and economic activity.
- Community and tourist satisfaction and usability rating.

Measurement tools

- Digital analytics and user engagement tracking.
- Surveys and feedback from community members and visitors.
- Economic impact studies and business performance assessments.
- Stakeholder interviews and observational evaluations.

Project title	**Amor pa Otrobanda Market**
Brief description	The Amor Pa Otrobanda Market is a regularly recurring cultural and commercial event that supports local entrepreneurs, artisans, and creatives. It stimulates economic growth and community engagement by aligning with key cultural events and holidays.
Objective	To provide a sustainable, culturally vibrant marketplace that boosts local economic activity, fosters community pride, and encourages visitors to explore and appreciate Otrobanda's diverse cultural identity.
Results	• A structured and sustainable platform for local entrepreneurs and artisans. • Enhanced visibility and economic opportunities for small businesses. • Increased cultural engagement aligned with key Curaçao holidays and events. • Revitalization and diversification of Otrobanda's local business landscape. • Strengthened nightlife economy and extended visitor experiences beyond the market area.
Indicators	• Number of vendors and entrepreneurs participating each market. • Visitor foot traffic and visitor engagement levels. • Vendor sales growth and economic impact. • Community satisfaction and cultural event participation rates.
Measurement tools	• Vendor and visitor surveys. • Observational studies and foot traffic counts. • Economic impact assessments and sales tracking. • Feedback sessions and stakeholder interviews

Project title	**Amor pa Otrobanda branding**
Brief description	Amor Pa Otrobanda is a district branding initiative designed to establish Otrobanda as a cohesive, vibrant, urban area that highlights its cultural identity, fosters community pride, and drives sustainable economic growth through targeted branding, community engagement, and strategic cultural programming.
Objective	To create a unified, compelling brand for Otrobanda that enhances community cohesion, attracts tourism, and investment, supports local entrepreneurship, and celebrates its unique cultural heritage.
Results	• Established a clear and cohesive visual and narrative identity for Otrobanda. • Increased visibility and recognition of Otrobanda as a cultural and economic hub. • Improved economic opportunities and visitor engagement in the district. • Strengthened community identity, pride, and participation in local development initiatives. • Enhanced sustainability and visibility of local businesses, artists, and cultural events.
Indicators	• Recognition and visibility metrics (brand awareness). • Growth in local business revenues and economic activity. • Community engagement and satisfaction rates. • Tourist visitation rates and repeat visits.
Measurement tools	• Surveys and feedback from community members and visitors. • Economic assessments (business revenues, employment statistics). • Social media analytics and online engagement tracking. • Interviews and focus groups with stakeholders.

Project title	# Art Week
Brief description	Artweek Willemstad is an annual cultural event celebrating Curaçao's artistic heritage through visual arts, performances, guided tours, and interactive experiences. The event highlights local, diaspora, and international artists, turning Otrobanda into a vibrant open-air museum and cultural hub each May, activating underutilized spaces such as "Arthouses".
Objective	To establish Artweek as a major cultural event that strengthens Otrobanda's artistic identity, supports local artists economically, and attracts local and international visitors to Curaçao's unique cultural landscape.
Results	• Increased recognition of Otrobanda as an international cultural destination. • Enhanced opportunities for local, diaspora, and international artists to exhibit and sell artwork. • Activation and revitalization of public spaces, buildings, and the urban landscape. • Strengthened community engagement and participation in cultural events. • Increased tourist attraction and visitor traffic during traditionally quieter months.
Indicators	• Number of artists and "Arthouses" involved each year. • Attendance figures and visitor satisfaction ratings. • Economic impact on participating artists and local businesses. • Community participation and feedback.
Measurement tools	• Visitor and participant surveys. • Sales and economic impact assessments. • Feedback from artists, stakeholders, and community participants. • Observational studies of event dynamics and visitor engagement.

Project title	**Kaya Kaya Streetparty 2025**
Brief description	The Kaya Kaya Street Party 2025 is a vibrant, smaller-scale addition to the beloved biannual Kaya Kaya Festival. It aims to foster community engagement and sustain enthusiasm between the larger festivals. The event showcases art, music, local entrepreneurship, and urban revitalization in Otrobanda, promoting cultural continuity and economic vitality.
Objective	To maintain the visibility, financial sustainability, and cultural momentum of the Kaya Kaya Movement by hosting a vibrant, community-focused street party that connects local and international visitors with Otrobanda's ongoing revitalization and creative initiatives.
Results	• Sustained visibility and community engagement during the festival's biannual cycle. • Successful showcasing of upcoming Kaya Kaya Movement initiatives. • Strengthened positioning of Otrobanda as a premier cultural and destination event • Enhanced local economy and nightlife through increased visitor traffic.
Indicators	• Number of attendees (target: 10.000 visitors) • Audience satisfaction and engagement levels. • Impact on local businesses (sales, exposure).
Measurement tools	• Ticket sales and revenue analysis. • Surveys for visitors, vendors, and participants. • Observational assessments (visitor experience, crowd dynamics). • Post-event evaluation meetings with stakeholders and sponsors.

Project title	**Kaya Kaya Festival 2026**
Brief description	The Kaya Kaya Festival 2026 expands into the Caribbean Cultural Marketplace, a biennial event transforming Otrobanda into an international hub for Caribbean culture. Inspired by Amsterdam's Uitmarkt, this vibrant festival will offer interactive cultural marketplaces, performances, workshops, and public discussions to celebrate diverse artistic expressions and foster cultural exchange.
Objective	To establish the Kaya Kaya Festival as a globally recognized biennial event that celebrates Caribbean diversity, enhances local cultural identity, stimulates economic growth, and positions Otrobanda as a leading cultural tourism destination
Results	• Increased international visibility and recognition of Otrobanda and Curaçao as cultural destinations. • Significant economic stimulation through tourism growth and increased local business revenues. • Strong community engagement with inclusive, accessible cultural experiences. • Establishment of a sustainable cultural marketplace promoting local artists, artisans, and businesses. • Creation of job opportunities and stimulation of the local creative economy.
Indicators	• Visitor numbers and demographic diversity. • Economic impact on local businesses and employment. • Community and visitor satisfaction and engagement levels. • Media coverage and international recognition.
Measurement tools	• Visitor surveys and feedback forms. • Economic impact assessments (business revenues, tourism statistics). • Community engagement tracking and stakeholder interviews. • Media analytics and social media engagement metrics

Project title	# Kreativiti Fest
Brief description	The Kreativiti Festival is an annual event showcasing Curaçao's applied arts and creative sector through educational activities, workshops, exhibitions, and performances. The festival promotes artistic talent, fosters cultural sustainability, and connects artists, entrepreneurs, and the community to build a resilient, creative economy and prevent negative impacts of gentrification.
Objective	The inaugural Kreativiti Festival, themed "Bridge The Gap" ,connects Curaçao's creatives, potential clients, and the public to enhance appreciation for the applied arts. Over two days, it features exhibitions, panel discussions, workshops, and a marketplace, providing artists with a platform to showcase their work. The event promotes collaboration and cultural sustainability to strengthen the island's creative industry and address various challenges.
Results	• Increased visibility and recognition of Curaçao's creative industries both locally and internationally. • Strengthened economic and professional opportunities for local artists and creatives. • Creation of a sustainable creative ecosystem and infrastructure within Otrobanda. • Improved community participation and cohesion through shared cultural experiences. • Greater awareness of cultural heritage and the role of creativity in urban development
Indicators	• Number and diversity of creatives participating. • Attendance rates and visitor satisfaction. • Economic benefits for local creatives (sales, collaborations, business growth). • Community engagement and cultural impact assessments
Measurement tools	• Participant and visitor surveys. • Feedback from creatives and local businesses. • Economic impact analysis (vendor revenue, job creation). • Social media analytics and community feedback session

Project title	**Skol Urbano**
Brief description	Skol Urbano is an engaging cultural program designed to empower youth and diaspora artists across Otrobanda and Curaçao. The initiative utilizes underutilized spaces, including St. Martinus College and the Kaya Kaya Creative Hub, providing workshops, exhibitions, and performances to foster artistic growth, community engagement, and economic opportunities in creative industries.
Objective	To create opportunities for young artists, enhance social cohesion, and stimulate economic opportunities through cultural programming and urban regeneration.
Results	• Increased opportunities and visibility for youth and local artists. • Improved use of underutilized public spaces as creative venues. • Strengthened community engagement and cultural identity. • Enhanced economic sustainability for artists through creative industry growth. • Development of sustainable creative and entrepreneurial skills among participants.
Indicators	• Number of youth and artists participating. • Utilization rates of previously underused spaces. • Level of community and audience engagement. • Economic outcomes for participating artists and local businesses.
Measurement tools	• Attendance records and participant surveys. • Interviews and community feedback sessions. • Economic analysis (sales, employment outcomes). • Observational assessments of event success and community involvement.

Project title	**Community Engagement**
Brief description	Engaging the local community and stakeholders in the development and implementation of the Otrobanda Masterplan, fostering active participation, ownership, and sustainable community-driven improvements.
Objective	To ensure active and meaningful participation of local residents, businesses, organisations, and other stakeholders in Otrobanda, creating awareness, ownership, and sustainable positive impact.
Results	• Increased community participation and engagement in Masterplan initiatives • Strengthened collaboration and relationships among stakeholders • Enhanced stakeholder ownership and commitment to local development • Improved community awareness and acceptance of the Masterplan
Indicators	• Number and diversity of participants attending community events and workshops • Level of active stakeholder engagement and collaboration • Feedback quality and satisfaction levels from stakeholders • Evidence of community-driven initiatives and improvements
Measurement tools	• Participant attendance records • Surveys and feedback forms • Stakeholder interviews and dialogue sessions • Observational reports and impact assessments • Documented community-led initiatives and outcomes

Project title	**Programming Amphitheatre**
Brief description	The Programming Amphitheatre initiative aims to activate the underutilized Jopi Hart Amphitheatre in Otrobanda, Curaçao, transforming it into a vibrant cultural venue. It will host diverse cultural performances, community events, and artistic showcases to foster social engagement, cultural expression, and economic vitality.
Objective	To o revitalize the Amphitheatre Jopi Hart as a key cultural venue, enhancing community cohesion, providing platforms for local and international artists, and contributing to Otrobanda's cultural and economic growth.
Results	• Regular activation and use of the Amphitheatre for cultural and community events. • Increased accessibility and exposure for local artists. • Enhanced cultural vibrancy and artistic expression within Otrobanda. • Strengthened community engagement and pride in local cultural heritage. • Sustainable economic benefits for local businesses and artists through increased visitor traffic.
Indicators	• Frequency and diversity of events and performances held. • Visitor attendance and community participation rates. • Artist and audience satisfaction levels. • Economic impact on local businesses and vendor.
Measurement tools	• Event attendance records. • Audience and artist surveys. • Economic impact studies (local business sales, artist revenues). • Community feedback sessions and stakeholder interviews.

Project title	**Pop-up Business incubation**
Brief description	The Pop-Up Business Incubation initiative transforms vacant buildings and empty spaces in Otrobanda into temporary business locations, allowing local entrepreneurs, artisans, and creatives to showcase their products, test new ideas, and engage directly with the public. The initiative revitalizes underutilized spaces, supports local economic development, and provides entrepreneurs mentorship and business development opportunities.
Objective	To revitalize Otrobanda's vacant spaces by establishing temporary, dynamic pop-up locations for local businesses and artists, fostering entrepreneurship, economic stimulation, and community engagement.
Results	• Activation and revitalization of empty buildings and vacant lots. • Enhanced visibility and economic opportunities for local entrepreneurs and artisans. • Increased community engagement and local pride through participatory cultural and commercial events. • Creation of a sustainable pathway for local businesses to test and grow their ventures. • Improved economic diversity and foot traffic in Otrobanda.
Indicators	• Number of entrepreneurs and artists participating in pop-up incubation. • Visitor foot traffic and customer engagement. • Sales growth and economic benefits for participating businesses. • Number of businesses transitioning from pop-ups to permanent establishments.
Measurement tools	• Surveys and feedback from participants and visitors. • Sales and financial performance tracking. • Economic impact studies and follow-up assessments. • Observational data and community feedback.

Project title	**Creation and implementation Creative Hub**
Brief description	The Creative Hub initiative establishes a multifunctional space in Otrobanda to foster creativity, collaboration, and entrepreneurship among local artists, creatives, and community members. This vibrant hub provides co-working spaces, retail opportunities, community workshops, and a social environment, serving as a dynamic center for cultural innovation and community engagement.
Objective	To build a sustainable creative ecosystem in Otrobanda by providing accessible resources, networking opportunities, and professional development for local artists, entrepreneurs, and creatives.
Results	- A thriving community-oriented space promoting creativity, innovation, and collaboration. - Enhanced economic opportunities and visibility for local creatives and entrepreneurs. - Increased community engagement and participation in cultural and creative activities. - Establishment of a sustainable retail and business incubation space. - Strengthened cultural identity and cohesion within Otrobanda.
Indicators	- Number of creatives and entrepreneurs utilizing the hub. - Community participation in workshops and events. - Economic impact for businesses and artists associated with the hub. - Visitor engagement and satisfaction levels.
Measurement tools	- Participant and visitor surveys. - Economic assessments and sales tracking. - Observational studies and usage analytics. - Community and stakeholder interviews.

Project title	**Capacity building & exchange Program**
Brief description	The Capacity Building & Exchange Program initiative enhances the skills, knowledge, and innovation capabilities of the Kaya Kaya team through strategic international partnerships, training, and mentorship. The initiative fosters cross-cultural learning, professional development, and global collaboration, ensuring the continued growth, innovation, and sustainability of the Kaya Kaya Movement.
Objective	To strengthen Kaya Kaya's internal capacities, knowledge, and global networks by facilitating exchanges, mentorship, and training opportunities, enabling continuous innovation and sustainable cultural growth.
Results	• Increased skills and knowledge within the Kaya Kaya team. • Expanded global networks and partnerships. • Sustainable cultural and economic growth driven by international best practices. • Enhanced innovation in cultural programming and festival management. • Greater visibility and recognition of Kaya Kaya as a global cultural movement.
Indicators	• Number and quality of international exchanges and partnerships. • Skills development and professional growth among team members. • Implementation of innovative ideas and practices gained from exchanges. • Community and stakeholder recognition and satisfaction.
Measurement tools	• Participant feedback and skills assessments. • Surveys and interviews with stakeholders and participants. • Tracking new collaborations, partnerships, and projects. • Analysis of event outcomes and strategic improvement.

Project title	**Fundraising strategy**
Brief description	The Fundraising strategy aims to secure diverse and sustainable funding sources to support the ongoing activities, growth, and long-term vision of the Kaya Kaya movement. This initiative includes grant applications, sponsorships, local and international fundraising campaigns, and strategic partnerships to ensure financial stability and sustainability.
Objective	To establish a robust, diversified, and sustainable funding framework that enables Kaya Kaya's long-term cultural, social, and economic initiatives, fostering continued community development and creative innovation.
Results	• Secured diversified funding sources (grants, sponsorships, donations). • Enhanced financial sustainability and independence. • Strengthened relationships with local and international partners and sponsors. • Increased capacity to execute high-impact, culturally significant projects. • Improved transparency and accountability in financial management.
Indicators	• Total funds raised through various channels. • Number and diversity of funding sources secured. • Successful grant applications and sponsorships. • Sustainability and continuity of funded projects.
Measurement tools	• Financial reports and fundraising records. • Analysis of successful grant applications and sponsorship agreements. • Stakeholder satisfaction surveys and partner feedback. • Periodic financial audits and transparency reports.

Project title	**Marketing & communication strategy**

Brief description

The Renewed Communication & Marketing Strategy focuses on transitioning Kaya Kaya from an annual festival into a sustained cultural movement. It aims to enhance brand identity, strengthen community engagement, and expand local and global reach through strategic messaging, innovative digital campaigns, and collaborative partnerships.

Objective

To clearly communicate Kaya Kaya's evolution into a cultural movement, fostering deeper connections with local and global audiences and ensuring long-term community engagement and brand sustainability.

Results

- Clear and cohesive messaging around Kaya Kaya's evolution into a broader cultural movement.
- Increased local and global community engagement and audience growth.
- Strengthened partnerships and sponsorship opportunities through effective communication.
- Enhanced brand recognition and visibility locally, regionally, and internationally.
- Sustained interest and active participation in Kaya Kaya's various projects and initiatives.

Indicators

- Social media and digital engagement metrics (likes, shares, followers).
- Brand recognition and recall among target audiences.
- Number of new partnerships and sponsorships secured.
- Community feedback and audience satisfaction.

Measurement tools

- Social media and digital analytics.
- Audience and stakeholder surveys.
- Media monitoring and brand tracking.
- Community engagement and participation records.

Project title

Human Resource Program

Brief description

The Human Resource Program aims to strengthen Kaya Kaya's organizational effectiveness by implementing clear role definitions, structured volunteer management, professional development opportunities, and improved internal communications. This initiative fosters a supportive and inclusive working environment, enhancing team collaboration and motivation.

Objective

To build a sustainable and effective organizational culture through structured HR practices, clear communication, and consistent professional development for staff and volunteers.

Results

- Clearly defined roles and responsibilities for staff and volunteers.
- Enhanced internal communication and organizational alignment.
- Increased volunteer and staff engagement and retention.
- Structured professional growth and career development pathways.
- Strengthened organizational capacity and effectiveness.

Indicators

- Staff and volunteer satisfaction and retention rates.
- Effectiveness of communication channels and clarity of roles.
- Participation levels in professional development activities.
- Feedback and perceived effectiveness of organizational structure and processes.

Measurement tools

- Staff and volunteer surveys and feedback sessions.
- Performance evaluations and development tracking.
- Regular communication audits and feedback loops.
- Organizational assessments and team efficiency analyse.

PART 9

Planning Kaya Kaya activities 2025

Yearplan 2025 - Infrastructure

Infrastructure

	March	April	May	June	July	August	September	October	November	December
Masterplan development	➤	Start-up								➤
Street Art & Scaping Program			1st action	1st action		2nd action		3rd action		
Green Projects							Start implementation			
Digital unlocking of Otrobanda	➤	Start-up								➤
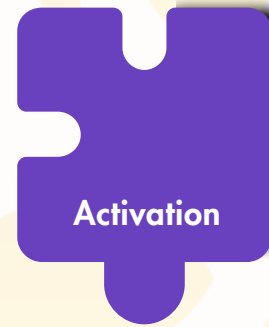
Yearplan 2025 - Activation

	March	April	May	June	July	August	September	October	November	December
Amor pa Otrobanda Market	29th	27th	31st	28th	26th		27th	25th	29th	
Amor pa Otrobanda Branding			31st ···							➤
Art week			26th - 31st							
Kaya Kaya Street Party 2025						23rd				
Kaya Kaya Festival 2026	Start preparations	··								➤
Kreativiti Fest	Start preparations	··						➤ 25th - 26th		
Activating HUB - program			Start preparations	···························						➤
Skol Urbano		Launch								
Community Engagement Trajectory	Start preparations	··								➤
Cultural Education Trajectory			Grant application	Grant application			Implementation	··················		➤
Amphitheatre programming						Start programming	Monthly presentation	Monthly presentation	Monthly presentation	Monthly presentation
POP-UP Business Incubation		Start preparations	··································							➤

Yearplan 2025 - Sustainability

	March	April	May	June	July	August	September	October	November	December
Creation & implementation creative HUB	➤	Start-up ··········	··········	··········	··········	··········	··········	··········	··········	·········➤
Capacity development		Start ··········	··········	··········	·········➤	Bezoek NL Mondriaanfonds	Placemaking Europe	Placemaking Europe		
Monitoring and Evaluation										Impact document
Fundraising	Start-up	··········	··········	··········	··········	··········	··········	··········	··········	·········➤
Communication and marketing	Fase 2	Fase 3	Fase 3							
HR trajectory	Start	Afronding								

* This planning will be continued in 2026 and 2027